Marine Corps Leadership Development Program

Justification for Better Program

Executive Force Preservation Board

- This program is the injection point for all other leadership and training programs (small unit decision-making, resiliency, etc…)
- Tone/Structure/Use of the counseling and mentoring programs has led to the development of leadership interactions focused on identification of weaknesses and the development of corrective measures.
- Development of ‘individuals’ through training programs and technological solutions is eroding the philosophy that our strength comes from a reliance upon each other and concern for each other.
- Organizational training programs are essentially relieving/removing the leaders responsibility to develop Marines and are placing that responsibility on the organization’s training programs.
- Due to the organizations focus, micro-level issues are being addressed with macro-level solutions.

Current Definitions

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- NAVMC 2795, USMC USER's Guide to Counseling **Counseling** involves two-way communication between a senior and junior to help the junior achieve or maintain the highest possible level of performance

- NAVMC DIR 1500.58, Marine Corps Mentoring Program Guidebook

  Mentoring is a two-way communication between junior and senior that is positive and forward looking with the ultimate goal of developing the individual Marine. The aim is to strengthen the individual's performance, and by doing so make the unit

Proposed Definitions

Executive Force Preservation Board

Marine Corps Leadership - the sum of those qualities of intellect, human understanding, and moral character that enables a leader to exemplify the values of honor, courage, and commitment; improve the abilities and influence the actions of others in support of the organizational mission; and inspire the development of beliefs and attitudes consistent with the values of the Marine Corps.

Mentoring – a privileged relationship between a more experienced person and a less experienced person where profound learning happens and mutual responsibility grows. The protégée gains from the mentor's tacit professional and organizational knowledge, and gets accelerated experience and insight. The mentor gains a sense of sponsorship and legacy, as well as fresh insights and renewal. Mentoring is less about competencies and more about wisdom (PDI Ninth House, 2010).

Counseling – is a process by which a senior provides a junior feedback on proficiency, performance, and/or conduct.

Coaching – the process of equipping people with the tools, knowledge,

Proposed Leadership Doctrine Hierarchy

(Representative Example)

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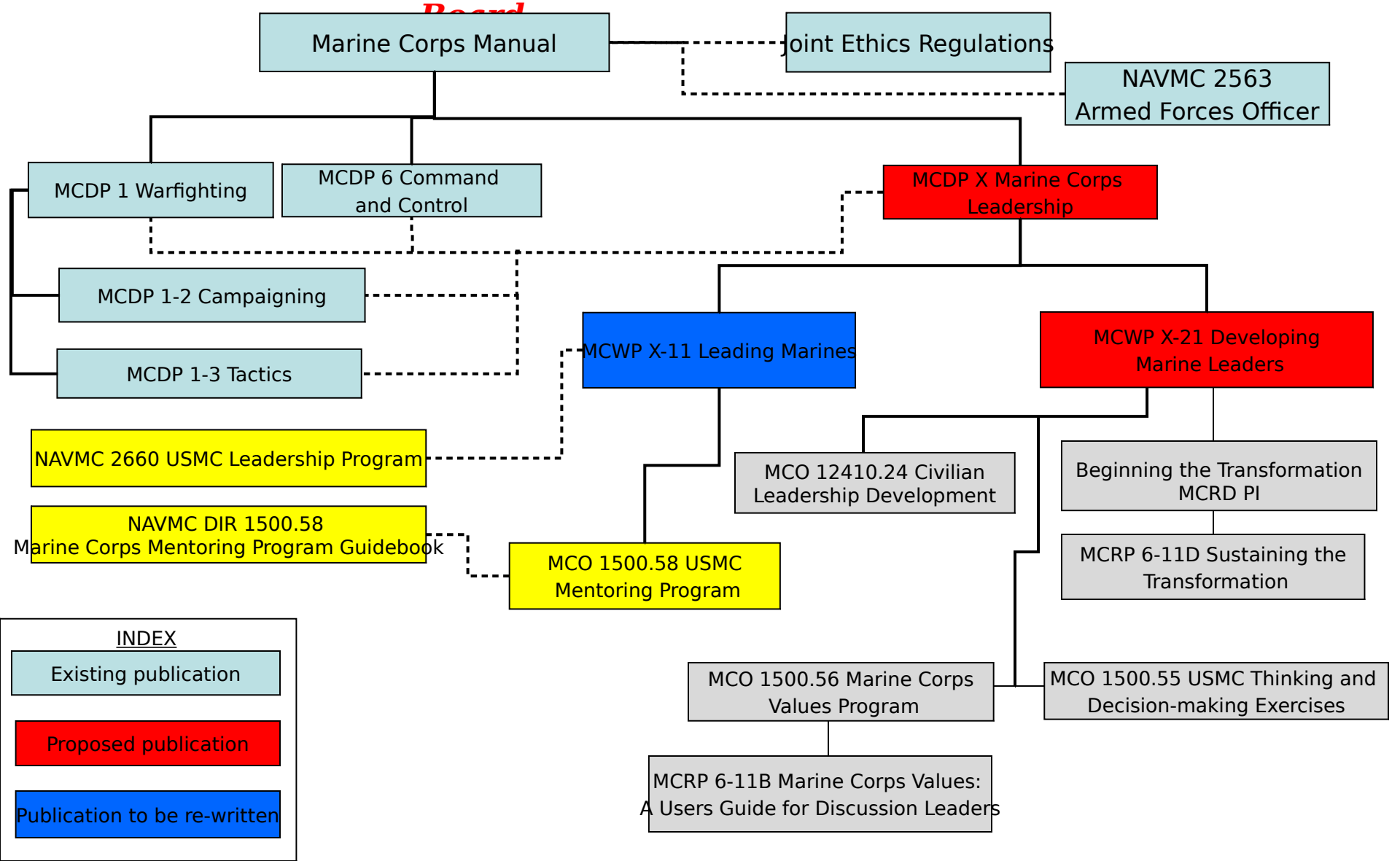
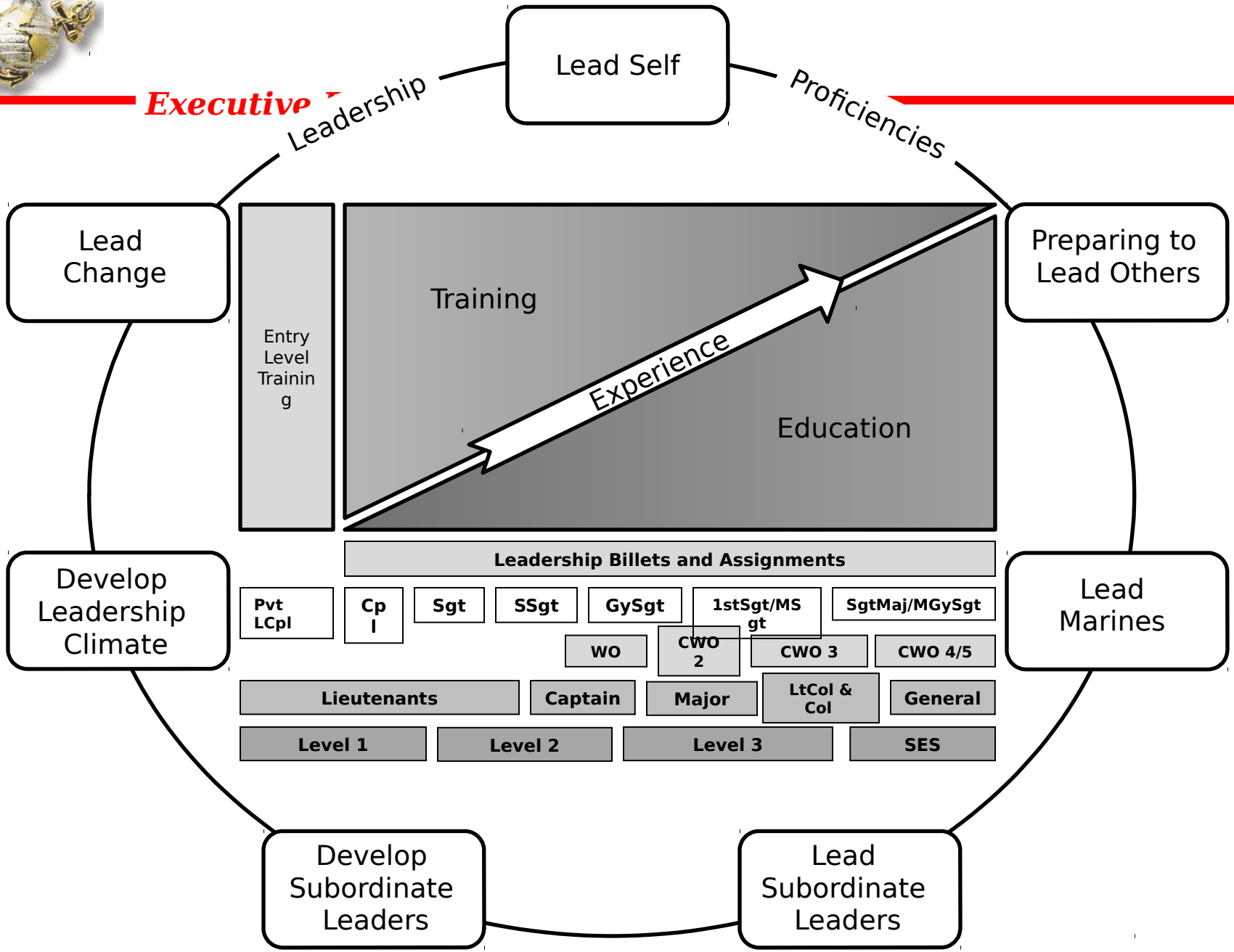

Marine Corps Manual
Joint Ethics Regulations
NAVMC 2563
Armed Forces Officer
MCDP 1 Warfighting
MCDP 6 Command and Control
MCDP X Marine Corps Leadership
MCDP 1-2 Campaigning
MCDP 1-3 Tactics
MCWP X-11 Leading Marines
MCWP X-21 Developing Marine Leaders
NAVMC 2660 USMC Leadership Program
NAVMC DIR 1500.58
Marine Corps Mentoring Program Guidebook
MCO 1500.58 USMC Mentoring Program
MCO 12410.24 Civilian Leadership Development
Beginning the Transformation MCRD PI
MCRP 6-11D Sustaining the Transformation
MCO 1500.56 Marine Corps Values Program
MCO 1500.55 USMC Thinking and Decision-making Exercises
MCRP 6-11B Marine Corps Values: A Users Guide for Discussion Leaders
INDEX
Existing publication
Proposed publication
Publication to be re-written

Marine Corps Leadership Continuum Model



Marine Corps Leadership Interaction and Assistance Model

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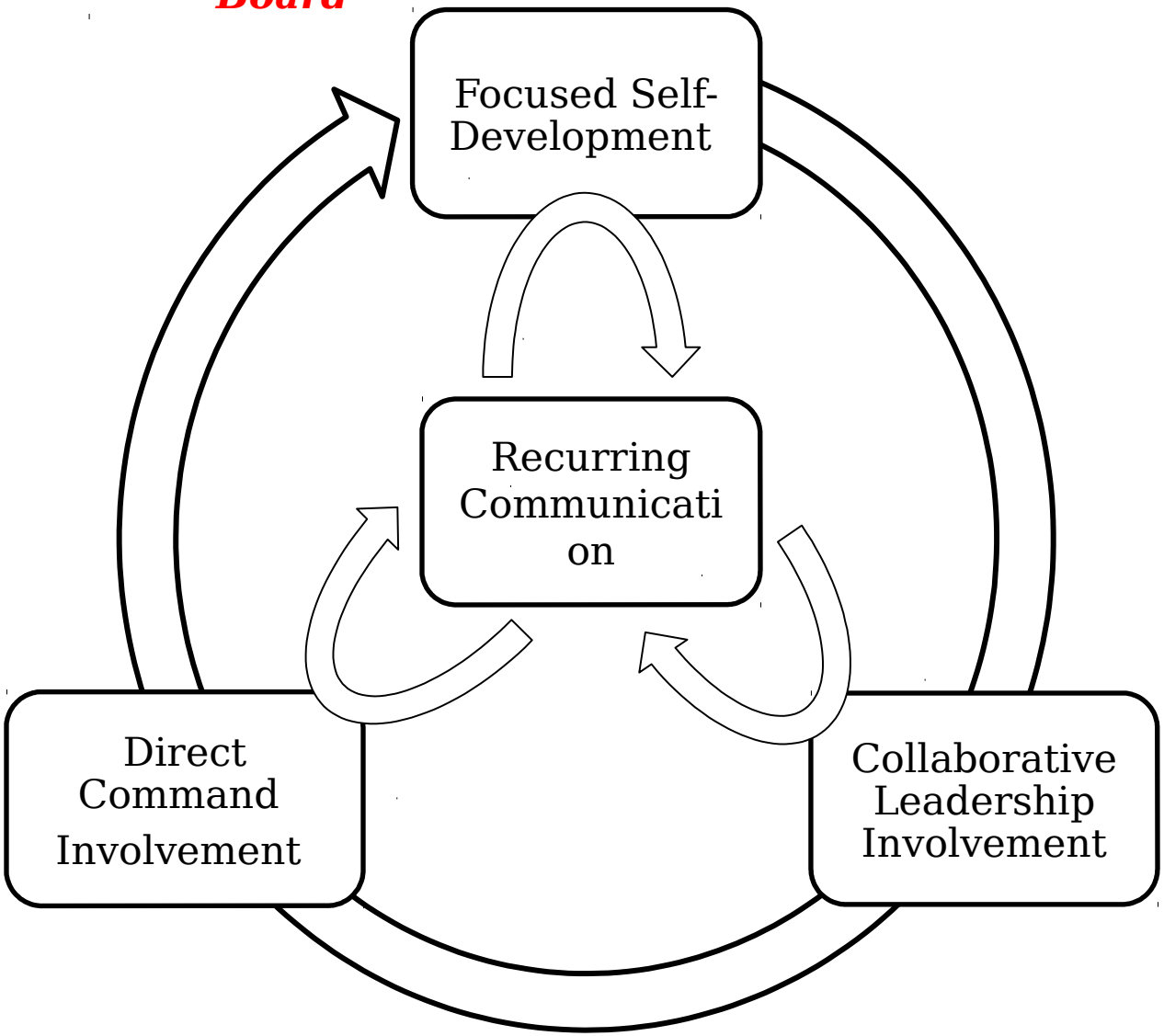

Recurring Communication

Executive Force Preservation Board

- Prepare leaders at all levels to communicate with their subordinates through various types of interactions to include counseling and mentoring.
- Provide tools to build a relationship of trust.
  - Create a standardized format to enable recurring leadership interactions and facilitate communication.
  - Provide guidance to leaders concerning the appropriate application of counseling and mentoring.
  - Establish a Counseling/Mentoring Resource Center, a physical or virtual repository for education and training materials.

Focused Self-Development

Executive Force Preservation Board

- Prepare leaders at all levels to assess subordinates, develop plans to improve their abilities and inspire the development of beliefs and attitudes consistent with the values of the Marine Corps.
- Provide tools for leaders to assist subordinate's personal development:
  - Create standardized format to facilitate the development of an individualized self-improvement plan.
  - Establish methods to facilitate early identification of Marines who require additional assistance.
  - Develop a repository which will identify the varied and numerous resources available to Marines and Marine

Collaborative Leadership Involvement

Executive Force Preservation Board

- Establish organizational processes and policies to enable leaders to collaboratively identify required support for “at risk” Marines through the Human Factors/Force Preservation Council concept.
- Provide Tools for leaders/organizations to holistically understand and address human factors in a manner that stimulates growth, healing, and advances the trust relationship.
  - Serve as Advisory boards to the Commanding Officer
    - Make recommendations for command involvement to proactively assist ‘at risk’ Marines.
    - Maintains responsibility for subordinate welfare and development with the leaders.
    - Facilitates the development of leadership in leaders.
  - Membership potentially based upon level of command
    - Plt Sgt’s or Plt Cdr’s for Platoon and below.
    - Company 1stSgt’s or Company Commander’s for Company and below.
    - Establish conduits to involve chaplains, medical officers, etc…
    - Leverages knowledge of multiple leaders and maximizes

Direct Command Involvement

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- Prepare leaders to direct professional intervention or performance improvement through existing resources or administrative and legal measures.
- Provide education and knowledge for leaders to understand and identify human factors that require professional intervention.
- Provide tools for Leaders to officially correct and document subordinates who continue sub-standard performance.
  - Examples: 6105 entry, NJP, referral to administrative separation process, etc…

Proposed Leadership Interaction and Assistance Program

Executive Force Preservation Board

- Facilitates appropriate interaction between juniors and seniors across the entire spectrum of leadership.
- Provides framework for the development of leadership and decision-making in leaders at all levels.
- Focused on communication, development, early identification, and assistance for all Marines.
- Offers a constructive framework for the empowerment and development of leaders through the proper level of education, training, and supervision.
- Provides opportunities for leaders to exemplify the values of honor, courage, and commitment; improve the abilities of subordinates and inspire the development of beliefs and attitudes consistent with the values of the Marine Corps.

- BACK UP slides